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**The Effect of Work Creativity, Resilience and *Job Embeddedness*  
on intention to leave and employee performance of PT Romi  
Violeta Sidoarjo East Java**

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**Abstract**

The purpose of this study was to analyze the effect of work creativity, resilience, and job embeddedness on intention to leave and employee performance at PT Romi Violeta. This research is a quantitative research with a sample of 98 respondents from employees of PT Romi Violeta. The data analysis technique used is the partial least square (PLS) method. The results show that work creativity has a significant negative effect on intention to leave, resilience has a significant negative effect on intention to leave, job embeddedness has a significant negative effect on intention to leave, work creativity significant positive effect on employee performance, resilience has a significant positive effect on employee performance, job embeddedness has a significant positive effect on employee performance, intention to leave has a significant positive effect on employee performance

**Key Word:** *Work Creativity, Resilience, Job Embeddedness, Intention to leave, Kinerja*

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**INTRODUCTION**

PT Romi Violeta is a furniture or furniture manufacturing company that has been operating since 1982 in Sidoarjo, the company specializes in woodworking products and also rattan with an export market share. As a labor-intensive company based on job orders or companies that carry out production based on orders and demand, it is not uncommon for companies to experience various obstacles related to the production process. Sudden demand and changes in buyer orders are often problems in themselves which can be an obstacle in the company's production process. This inhibition of production leads to a decrease in turnover from the company which will affect the performance of employees.

In connection with the foregoing, PT Romi Violeta needs to pay special attention to employee work creativity. The work creativity of employees so far has been quite good, but it needs to be improved to achieve a better quality of human resources so this needs to be a serious concern for the company to continue to increase its competitive advantage. The existence of a good quality of human resources will be seen in employees who have resilience and high performance. In addition, job embeddedness or work attachment is owned by PT. Romi Violeta must also always be improved to provide a sense of closer bond between employees and the company so that this can minimize employees' desire to leave the company. There are many reasons and factors that cause this *intention to leave* and among them is the desire to get a better job. *Intention to leave* needs to get serious attention from the company because the high *intention to leave* shows that the company is ineffective, reduces efficiency and productivity it can harm the company, in the end, the company loses employees who already have previous experience and need to train new employees.

According to research conducted by Astamarini (2019) states that intention to leave is closely related to job embeddedness. Job embeddedness is a set of factors that cause employees to survive in their work which is a construct that affects a person to survive or quit their job (Mitchell, et al, 2001). Job embeddedness is a new concept to see how well an individual can be bound and entangled in their organization. In terms of Job embeddedness, is what keeps individuals in place in a situation and makes it difficult for them to leave the organization. With high job embeddedness, employees feel like a family which eventually has an impact on low levels of intention to leave.

This research is also based on the results of previous research, where research from Widanti (2017) and Rachmawati (2018), proves that creativity affects employee exit intentions and job satisfaction mediates the relationship between creativity and employee exit intentions. Meanwhile, wide & Muafi's research (2020), proves that resilience has a significant effect on the intention to leave, and job satisfaction mediates the intention to leave. Research by Widati & Muafi (2020), proves that the meaning of work has a significant effect on the intention to leave, and job satisfaction mediates the intention to leave. The results of research by Syaefudin, et al (2022), stated that job embeddedness has a significant effect on turnover intention.

Research conducted by Dewi & Wibawa (2022) and Dani & Mujanah (2021) proves that creativity has a significant effect on organizational commitment where organizational commitment has a significant influence on employee performance. Research by Ocktafian (2021), and Putra, et al (2022), proved that resilience has a significant effect on performance. And to research conducted by Subhki & Danupranata (2016), *job embeddedness* has a positive and significant effect on performance. And research by Novita & Dewi (2021), proves that the *intention to leave* has a positive effect on employee performance.

## **METHOD**

This research is explanatory, explanatory research is a study that explains the relationship of causality between dependent variables and independent

variables through hypothesis testing. The population in this study was all employees of PT Romi Violeta totaling 130 people. For the determination, the number of samples is calculated based on the formula from Slovin with the number of samples as many as 98 people. The measurement scale in this study used the Likert scale with a range of 1-5 with analysis techniques using the help of SmartPLS software.

## RESULTS AND DISCUSSION

### Evaluation of The Outer Model

*Convergent validity* is one of the validity tests of the research model carried out by measuring *reflective* indicators (indicators are seen as the effect of observable/measurable contractual), which are assessed based on the correlation between *item score/component score*.

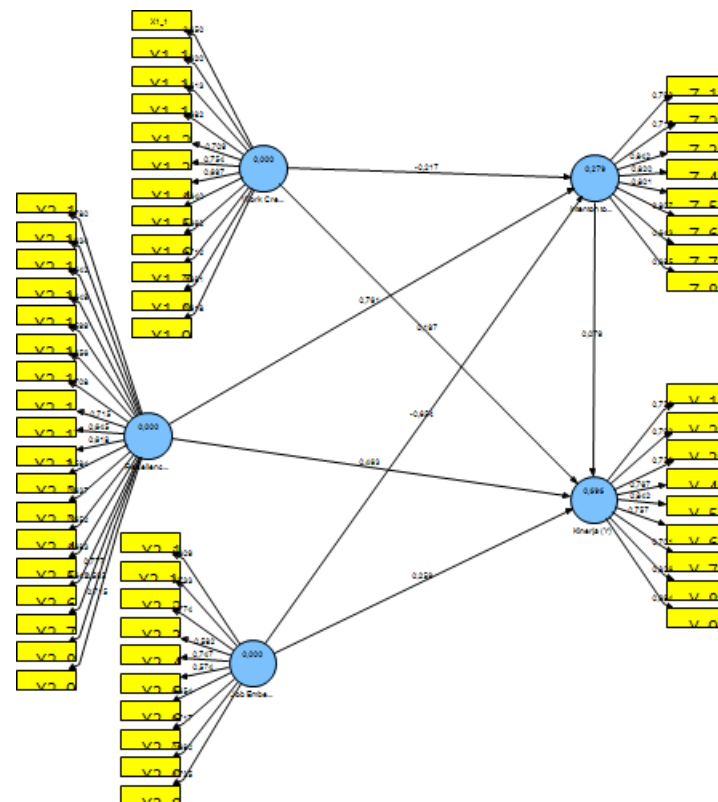


Figure 1. Loading factor model

Individual *reflective* measures are said to be high if they correlate more than 0.70 with the measured construct. However, according to Chin, 1998 (in Ghozali, 2006) for early-stage research the development of a scale of measurement of *loading* values of 0.5 to 0.6 is considered quite adequate. In this study, a minimum limit of *the loading factor* value of 0.50 will be used. Based on the results of the *Outer Loadings* analysis in figure 1, it is found that all indicators are declared valid because they have a *loading factor* value of more than 0.5.

Reliability testing related to *outer models* using *Composite Reliability*. *Composite reliability* aims to test the reliability value of indicators in a construct. A construct (a latent variable and its manifest variable) is said to satisfy *composite reliability* (reliabel) if it has a *composite reliability* value of  $> 0.7$  and *the Average Variance Extracted (AVE)* value of each construct is required to  $> 0.50$ . Here are the *composite reliability* values and *the average variance extracted* of each construct:

Table 1. Direct Influence Between Research Constructs (*result for inner weight*)

Variable	<i>Composite Reliability</i>	<i>AVE</i>	Ket
<i>Work creativity</i>	0,915062	0,575083	Reliable
<i>Resilience</i>	0,934165	0,542511	Reliable
<i>Job embeddedness</i>	0,906882	0,596159	Reliable
<i>Intention to leave</i>	0,918000	0,685097	Reliable
Employee performance	0,927531	0,688044	Reliable

Based on Table 1 it can be concluded that all constructs meet reliable criteria. This is indicated by a *composite reliability* value above 0.70 as required. The AVE value for each construct has a value above 0.50 meaning that all variables have *composite reliability* values that are sufficiently qualified to be reliable.

#### Evaluation of The Inner Model

Testing of *the inner model* or structural model is carried out to see the relationship/influence between the independent latent variable and its construct on the dependent latent variable and its construct on the research model.

In testing the model using PLS simultaneously, it was carried out by looking at *R-Square (R<sup>2</sup>)* which aims to test the influence of independent latent variables on dependent latent variables. The higher the *R-Square* value (R<sup>2</sup>) means that the stronger the influence of the independent latent variable on the dependent latent variable, in the proposed research prediction model (Jogiyanto, 2009: 132). The results of *the R-square* estimate using SmartPLS, are presented as shown in Table 2 below:

Table 2. Direct Influence Between Research Constructs (*result for inner weight*)

Variable	R <sup>2</sup>	Information
<i>Intention to leave (Z)</i>	0,278	The contribution of the influence of the variables <i>work creativity, resilience, and job embeddedness</i> on <i>intent to leave</i> was 27.8%.
Employee performance (Y)	0,695	The contribution of the influence of the variables <i>work creativity, resilience, job embeddedness and intent to leave</i> on employee performance was 69.5%.

Based on Table 2, shows that the intention to leave variable is influenced by the variables of work creativity, resilience, and job embeddedness of 0.278 or 27.8%. This means that the variables of work creativity, resilience, and job embeddedness are able to influence intention to leave by 27.8%, while the

remaining 72.2% are influenced by other variables that were not studied in this study. Employee performance variables, it is influenced by the variables of work creativity, resilience, job embeddedness, and intention to leave by 0.695 or 69.5%. This means that the variables of work creativity, resilience, job embeddedness, and intention to leave are able to affect employee performance variables by 69.5%, while the remaining 30.5% is influenced by other variables that were not studied in this study.

**Hypothesis Testing**

Hypothesis testing is intended to prove the conjecture of previous studies whether they have truth and consistency to the results. For this reason, each independent variable that is suspected to influence the dependent variable is proven partially (individually) based on statistical rules. The basis used in testing hypotheses is the value contained in the output result for the inner weight (inner model path coefficients), by comparing the statistical t (analysis output) with the table t or commonly also called the t-test. The hypothesis is stated to be accepted which means it is shown to have a significant positive effect if the statistical t (analysis output) has a value greater than the table t value.

The results of data processing with the SmartPLS program are known to the results of the research as follows:

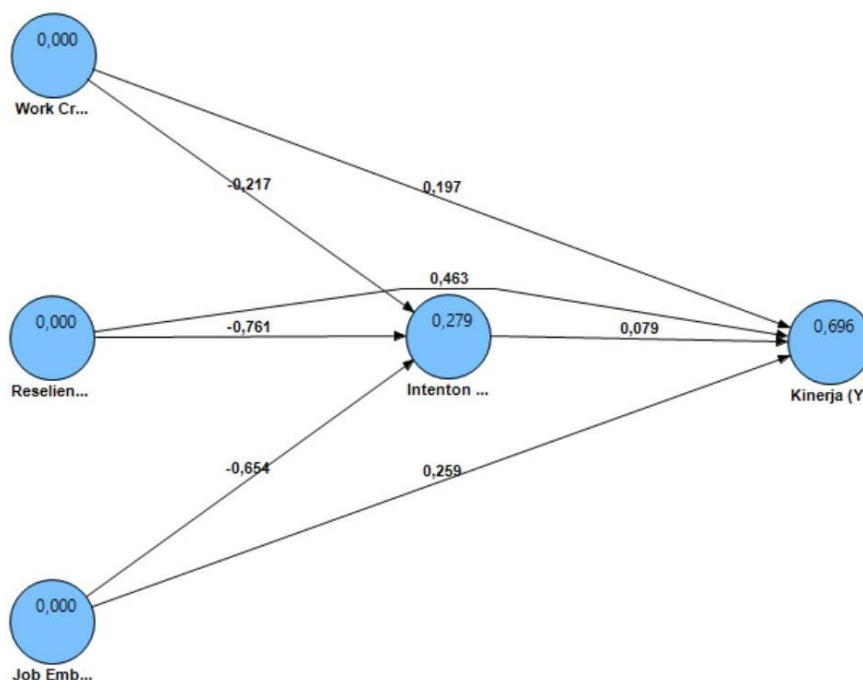


Figure 2. Hypothesis testing results

Hypothesis testing using SmartPLS software statistically for each hypothesized relationship was carried out using simulations. In this case,  $\alpha$

*bootstrap* analysis of the sample is carried out. Bootstrapping testing is also intended to minimize the problem of abnormalities in research data. The test results with *bootstrapping* from smart pls analysis are as follows:

Table 3. Direct Influence Between Research Constructs (*result for inner weight*)

Symbol	Hypothesis Influence	Weight of Influence	T Statistics	T table	Ket
H1	Work Creativity (X1) -> Intention to Leave (Z)	-0,216956	2,275154	1,96	Significant
H2	Resilience (X2) -> <i>Intention to leave</i> (Z)	-0.760686	10,398557	1,96	Significant
H3	Job Embeddedness (X3) -> Intention to Leave (Z)	-0,654184	8,284570	1,96	Significant
H4	Work Creativity (X1) -> Performance (Y)	0,196876	5,481352	1,96	Significant
H5	Reselience (X2) - Performance > (Y)	0,463148	8,197681	1,96	Significant
H6	Job Embeddedness (X4) - performance > (Y)	0,258816	4,971682	1,96	Significant
H7	Intention to Leave (Z) - performance > (Y)	0,078518	2,945664	1,96	Significant

The results of the first hypothesis test (H1) showed that the influence of *the work creativity* variable on *intention to leave* at PT Romi Violeta showed a path coefficient value (weight of influence) of -0.216 (21.6%) with a statistical T value of 2.275 greater than the table T value of 1.960. This result means that *work creativity* has a significant negative influence on the *intention to leave* PT Romi Violeta, meaning that the first hypothesis (H1) in this study was accepted. The results of this study are in line with the results of research from Widanti (2017), which states that creativity has a significant effect on turnover intention. The results of research conducted by Rachmawati (2018), that creativity affects employee exit intentions and job satisfaction mediates the relationship between creativity and employee exit intentions

The results of the second hypothesis test (H2) showed that the influence of *the resilience* variable on *intention to leave* at PT Romi Violeta showed a path coefficient value (weight of influence) of -0.760 (76.0%) with a statistical T value of 10.398 greater than the table T value of 1.960. This result means that *resilience* has a significant negative influence on the *intention to leave* PT Romi Violeta, meaning that the second hypothesis (H2) in this study was accepted. The results of this study are in line with research conducted by Widati & Muafi (2020), which proves that resilience has a significant effect on the *intention to leave* and job satisfaction mediates *intention to leave*

The results of the third hypothesis test (H3) showed that the influence of the job embeddedness variable on intention to leave at PT Romi Violeta showed a path coefficient value (weight of influence) of -0.654 (65.4%) with a statistical T value of 8.284 greater than the table T value of 1.960. This result means that job embeddedness has a significant negative influence on the intention to leave at PT Romi Violeta, meaning that the third hypothesis (H3) in this study was accepted. The results of this study are in line with research conducted by Widati & Muafi (2020), which proves that the meaning of work has a significant effect on the intention to leave, and job satisfaction mediates the intention to leave. The results of research by Syaefudin, et al (2022), stated that job embeddedness has a significant effect on turnover intention. Similar research was also conducted by Kismono (2011) on employees working in the Banking industry in Indonesia, and Shafique et al. (2011) who examines teachers in educational institutions located in Lahore, Punjabi, and Research By Greene (2012), which found that job embeddedness hurts turnover intention.

The results of the fourth hypothesis test (H4) showed that the influence of the work creativity variable on employee performance at PT Romi Violeta showed a path coefficient value (weight of influence) of 0.196 (19.6%) with a statistical T value of 5.481 greater than the table T value of 1.960. This result means that work creativity has a significant positive influence on employee performance at PT Romi Violeta, meaning that the fourth hypothesis (H4) in this study was accepted. The findings of this study are in line with previous research conducted by Fitriansyah & Askiah (2020), where work creativity has a significant effect on employee performance at PT Mahakam Berlian Sanjaya. Research conducted by Nuzul (2018) states that employee creativity can influence employee performance. Research by Sari & Susilo (2020) shows that there is a positive and significant influence between employee creativity on employee performance. The results of the same research were also conducted by Dewi & Wibawa (2022), in her research proved that employee performance is influenced by variables of employee innovation and creativity so that it can be concluded that employee innovation and creativity have a positive and significant effect on employee performance. The results of research conducted by Dani & Mujanah (2021), creativity significantly affects organizational commitment where organizational commitment has a significant influence on employee performance.

The results of the fifth hypothesis test (H5) showed that the influence of the resilience variable on employee performance at PT Romi Violeta showed a path coefficient value (weight of influence) of 0.463 (46.3%) with a statistical T value of 8.197 greater than the table T value of 1.960. This result means that resilience has a significant positive influence on employee performance at PT Romi Violeta, meaning that the fifth hypothesis (H5) in this study was accepted. The results of this study support research conducted by Ocktafian (2021), where employee resilience has a positive and significant effect on performance and also has an impact on employee job satisfaction. Research by Putra, et al (2022), that self-awareness, work ethic, and resilience have a significant effect on OCB and the performance of private university education staff in Surabaya

The results of the sixth hypothesis test (H6) showed that the influence of the job embeddedness variable on employee performance at PT Romi Violeta showed a path coefficient value (weight of influence) of 0.258 (25.8%) with a statistical T value of 4.971 greater than the table T value of 1.960. This result means that job embeddedness has a significant positive influence on employee performance at PT Romi Violeta, meaning that the sixth hypothesis (H6) in this study was accepted. The results of this study support research conducted by Luthfi (2017), that job embeddedness has a positive and significant influence on job performance, job embeddedness has a positive and significant effect on job performance mediated by organizational citizenship behavior (OCB). The results of the same study were also found in research conducted by Perkasa & Rostiana (2018), that job embeddedness affects directly or indirectly through work attachment and the desire to settle employees and job embeddedness has a positive and significant relationship with performance. The results of research conducted by Subhki & Danupranata (2016), job embeddedness has a positive and significant effect on performance

The results of testing the seventh hypothesis (H7) showed that the influence of the intention to leave variable on employee performance at PT Romi Violeta showed a path coefficient value (weight of influence) of 0.078 (7.8%) with a statistical T value of 2.945 greater than the table T value of 1.960. This result means that the intention to leave has a significant positive influence on employee performance at PT Romi Violeta, meaning that the seventh hypothesis (H7) in this study was accepted. The results of this study are not in line with research conducted by Asmara (2017) which states that the higher the intention to leave, the lower the employee performance. A high intention to leave represents an employee who does not do work with the responsibilities he has in the workplace so that performance decreases. However, the results of this study support research from Novita & Dewi (2021), which proves that the intention to leave has a positive effect on employee performance at the Surabaya City Manpower Office. This means that there is a potential that more and more employees who have the intention to change jobs will have an impact on the performance of these employees.

## **CONCLUSION**

The conclusions that can be drawn from this study are: The variable of *work creativity* has a significant negative influence on the *intention to leave* PT Romi Violeta. The *resilience* variable has a significant negative influence on the *intention to leave* PT Romi Violeta. The variable *job embeddedness* has a significant negative influence on *the intention to leave* at PT Romi Violeta. The *work creativity* variable has a significant positive influence on employee performance at PT Romi Violeta. The *resilience* variable has a significant positive influence on employee performance at PT Romi Violeta. The *variable job embeddedness* has a significant positive influence on employee performance at PT Romi Violeta. The variable *intention to leave* has a significant positive influence on employee performance at PT Romi Violeta.



Based on the results of this study, several things can be applied to improve the performance of PT Romi Violeta, including employee work creativity will affect company performance, where each employee is expected to be more creative in thinking and doing things differently. Creativity comes from individuals who have creative thinking skills and skills based on formal education and experience. With the creativity possessed by employees, an employee is expected to be able to face very complex tasks and can achieve high performance. The work creativity of employees at PT Romi Violeta is emphasized in the ability to provide various alternative solutions in solving a problem faced by the company. Employees who have high resilience at work, where efficiency is the ability to get up and recover when things are not going as expected. Employees of PT Romi Violeta must be motivated so that they have clear goals in carrying out their work. This will have an impact on the ability of employees to make themselves have life goals that lead to increased productivity. Companies that often experience problems with employees are characterized by the presence of employee discomfort at work, so this will have an impact on the company's performance. PT Romi Violeta must pay attention to the problem of job embeddedness so that employees have a high attachment to the company. This can work if PT Romi Violeta employees have good relations with colleagues. The desire of employees to leave the company and find another job should be a serious concern of PT Romi Violeta. To reduce the occurrence of these cases, PT Romi Violeta must pay attention to the comfort of employees and their welfare. The performance of PT Romi Violeta employees can be achieved well if employees can complete work on time and meet the targets set. This performance will run well if PT Romi Violeta is able and willing to pay attention to the aspirations of subordinates and maintain the loyalty of its employees.

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